

AREA MANAGEMENT EVALUATION

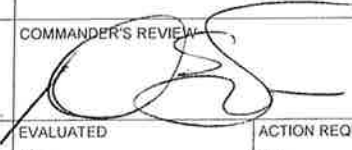
SUPERVISION AND TRAINING

453G (Rev. 5-06) OPI 009

CHAP 7

AREA	DIVISION	NUMBER
Hollister-Gilroy	Coastal	725-02-009
EVALUATED BY	DATE	
J. Banister, Sgt.	10/23/2009	

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION		SUSPENSE DATE	
<input type="checkbox"/> Formal Evaluation	<input checked="" type="checkbox"/> Informal Evaluation		
FOLLOW-UP REQUIRED		COMMANDER'S REVIEW	DATE
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		10-26-09
<input type="checkbox"/> Correction Report		EVALUATED	ACTION REQUIRED
BY		Yes	No

1. GENERAL

- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☐ Yes ☒ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)

EVALUATED	ACTION REQUIRED	CORRECTED
No	No	

- a. What are the commander's plans for developing Area lieutenants? There are no lieutenant positions assigned to the Hollister-Gilroy

Area.

- (1) Are the plans in writing? ☐ Yes ☐ No
- (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No
- (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No
- (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No
- (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No
- (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

453G (Rev. 5-06) OPI 009

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?

☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work?

☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?

☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments?

☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations?

☐ Yes ☐ No

(1) Are the lieutenants effective supervisors?

☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors?

☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work?

☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations?

☐ Yes ☐ No

(b) Do they plan and make effective use of time?

☐ Yes ☐ No

(c) Do they work closely with subordinates?

☐ Yes ☐ No

(d) Do they foresee problems and plan for them?

☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?

☐ Yes ☐ No
3. SERGEANTS

EVALUATED

ACTION REQUIRED

CORRECTED

Yes

No

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?

☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?

☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time?

☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills?

☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?

☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates?

☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Identified personnel are given administrative and OIC field assignments as well as specialized training to develop their promotional potential.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?

☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved?

☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?

☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?

☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?

☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs?

☒ Yes ☐ No

AREA MANAGEMENT EVALUATION**SUPERVISION AND TRAINING**

453G (Rev. 5-06) OPI 009

(a) Are sergeants conducting ride-alongs as required? ☒ Yes ☐ No

(b) How are ride-alongs documented? Supervisors provide a written summary of ride-along events with appropriate commentary.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☐ Yes ☒ No

(a) How is courtroom observation documented? Documented on officer's CHP 100 forms.

(b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No

(7) What policy does Area have for review of reports? Area SOP outlines who is responsible for review of arrest and AI reports.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Sergeants review arrest reports and on rare occasions the court officer. Collision reports involving fatalities, hit and run, and/or DUI are also reviewed by sergeants.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.) ☒ Yes ☐ No

Hazmat, fatalities, most I I-79 collisions

(c) What role do sergeants assume at accident scenes? Incident Command; however, sergeants perform any duties necessary such as traffic direction, assisting with collision investigation, etc

(d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? Numerous

(9) Are daily briefings held for each shift? ☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control? ☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? Briefing items and daily beat deployment/attendance logs are filed at the Area office.

(c) How are special duty officers briefed? Special duty officers are expected to check the briefing book on a daily basis; items of critical importance are disseminated by the administrative sergeant.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Desk top planning calendar

(11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No

(a) Have they received public speaking training from their commander? ☐ Yes ☒ No

(12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No

**AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING**

453G (Rev. 5-06) OPI 009

(a) How do sergeants keep current on additions or revisions to policy? Policy updates and management memorandums are distributed by the Area OSS.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No
4. OFFICERS

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training? Area Training Sergeant and Area Training Officer

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☐ Yes ☒ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Area supervisors monitor the

experience, qualifications, and interest of Area personnel and encourage them to apply for various instructor positions.

(3) What methods are used by Area to establish training needs? Training needs are discussed at staff meetings and informal meetings between sergeants and the Area training coordinator.

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Area Training Sergeant

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☐ Yes ☐ No

(b) Is refresher training provided periodically?

☐ Yes ☒ No

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING

453G (Rev. 5-06) OPI 009

(c) Who reviews photographs when they are returned? Area Accident Review Officer and periodically Area supervisors

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☐ Yes ☒ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? ☒ Yes ☐ No

(a) If so, has any special training been provided in those areas? ☒ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? The Area training officer utilizes deficiency lists from the ETRS.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

5. NONUNIFORMED

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What special training has been planned for nonuniformed employees? CIRS, FRA, Basic CJIC, Driver Training, ARMS, REDS

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☐ Yes ☒ No

6. EVALUATION PROCESS

EVALUATED
Yes

ACTION REQUIRED
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? Sergeants conduct semi-annual ride-alongs, sergeants respond to significant field incidents to observe officers in action, sergeants are expected to actively participate in semi-monthly SEUs, sergeants review collisions reports, CHP 180s, and tickets.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? Not applicable

AREA MANAGEMENT EVALUATION **SUPERVISION AND TRAINING**

453G (Rev. 5-06) OPI 009

b. What records do the supervisors keep on the employees they supervise? CHP 112, Officers CHP 100 forms, Ride-along summaries, collision report correction slips

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

7. INTERIM REPORTS

EVALUATED	ACTION REQUIRED	CORRECTED
Yes	No	

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

8. INCIDENT REPORTS (CHP 2)

EVALUATED	ACTION REQUIRED	CORRECTED
Yes	No	

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Area commander, Area supervisors

(2) How are they filed? CHP 2s are filed in personnel folders with a copy routed to Coastal Division.

AREA MANAGEMENT EVALUATION **SUPERVISION AND TRAINING**

453G (Rev. 5-06) OPI 009

(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

9. ATTITUDES AND DISCIPLINE

	EVALUATED Yes	ACTION REQUIRED No	CORRECTED
a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? Several senior and several junior uniformed members were solicited for their responses to these questions. The reactions were generally positive. See attached comments.			
(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(2) Are there frustrations in their work?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(a) How can these frustrations be reduced? The frustrations mentioned by the officers are endemic to police work such as occasionally being bogged down with paperwork, having occasional negative encounters with some members of the public, working long hours, etc. See attached comments.			
(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(6) Are there problem individuals?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
b. Is there a positive motivation force present in the squad?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(1) Is a climate created so that individuals <u>want</u> to do a good job?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
c. Are the grievance and complaint procedures understood by all supervisors and employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
(1) How do supervisors feel about the procedures? Area supervisors are supportive of employee's rights. Supervisors work with employees in a reasonable and prudent fashion to minimize the occurrence of grievances or complaints. Area supervisors strive to foster a "team approach" to our duties attempting to minimize disagreements.			
(2) If there has been a recent case filed, was it handled successfully?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
(a) If no, did it properly proceed to the next appropriate level?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

AREA MANAGEMENT EVALUATION

Chapter 7

Supervision and Training

1. GENERAL

1.c.(2). None have been submitted.

2. LIEUTENANTS

Not applicable; no lieutenant positions assigned to the Hollister-Gilroy Area.

3. SERGEANTS

3.a.(4).(a). The Hollister-Gilroy Area has one administrative sergeant and three field sergeants assigned to the command. The administrative sergeant works an 8.5 hour shift, Monday through Friday. The field sergeants work a 9/80 schedule with alternating weekends off. Coverage is maximized; however, frequent utilization of OICs and on-call sergeants is necessary due to RDOs, scheduled vacations, and training. At this time, one field sergeant is on limited duty and has been for an extended time resulting in more on-call coverage.

3.a.(11).(a). Three of the sergeants assigned to the Hollister-Gilroy Area are already departmental instructors with public speaking experience.

4. OFFICERS

4.c.(1).(a). Informal training is periodically provided in briefing, but no formal camera training has been scheduled recently.

4.c.(2). Field sergeants are responsible for road patrol officer ride-alongs, and the administrative sergeant is responsible for non-uniformed employee ride-alongs.

4.c.(3). Area has a need for additional PMA Instructors and Less Lethal Shotgun Instructors. Competent personnel have been encouraged to apply and will be scheduled for training as slots become available.

5. NON-UNIFORMED

5.B.(2). No new state employees have been assigned to Area recently.

9. ATTITUDES AND DISCIPLINE

Sergeant Banister conducted an informal survey of various uniformed employees, senior and junior officers, to gauge their attitudes towards their work environment and supervision. The feedback was generally positive. Uniformed employees were generally happy with their jobs and supervisors, and they were supportive of their role in traffic enforcement.

AREA MANAGEMENT EVALUATION

Chapter 7

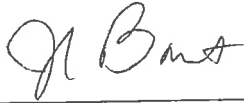
Supervision and Training

9.a.(2). The surveyed senior officers expressed frustrations with the mundane nature of some aspects of the job such as routine collision investigations. The senior officers also expressed frustrations with the rapid turnover from junior officers transferring out of the office and working with inexperienced officers. Junior officers expressed some minor frustration with their routine duties.

The overall tone of the office operations is positive with good morale.

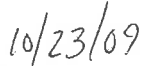
9.c. Uniformed supervisors are familiar with grievance and complaint procedures; officers are aware of the basic process, but not familiar with specific time frames.

9.c.(2). There have been no grievances or complaints filed in the Hollister-Gilroy Area in the past year.



J. BANISTER, #13395

Sergeant



Date